

ARUP

Developing a Future Neighbourhood Vision for Lancaster West and beyond

Steering Group Meeting

25th Nov 2021

LANCASTER WEST
NEIGHBOURHOOD TEAM



Agenda

0. Welcome – James Caspell
1. Review of Actions – James Caspell
2. You Said, We Did – James Caspell
3. Progress to Date – Chrissy Galerakis
4. Shortlisting Exemplar Project – Arup
5. Exemplar Project: Training and Employment Centre Brainstorm – Arup
 1. Scope
 2. Stakeholders and Locations
6. Next steps – Chrissy Galerakis

I. Review of Actions

Date	Action	Status	Update
14 October	For those that have received an email from Betti concerning the Services Map, please respond with input.	In Progress	Services Mapping Process underway mapping current and planned services, facilities and projects offered on an around LWE
	For those wanting to input more into the opportunities discussion, please add comments to Miro Board	Complete	Miro Board closed with all inputs integrated into analysis
	Share Playbook and Baseline Report	In Progress	Currently being finalised and hope to have both of these with you in December

2. You Said, We Did

What residents have told us	What we have done
Focus on sustainability	Ensured a priority in the procurement specifications and scope of programme
No demolition of existing homes	
All new housing to be social housing	
Ensure approach is resident-led	
Change name from “Masterplan”	Changed name to Lancaster West Future Neighbourhood Vision
Engagement to be targeted to LWFE residents – with any proposed works to consult with affected communities	Engagement Strategy designed to respond to this – focus on LWFE, draw from other data sources where we need more information etc.
Need to have clearer explanation as to what the process is	Developed simpler explanation and corresponding visuals of the phases and timeline
Review of Project Board members and invite broader set of stakeholders.	Project Board review conducted and new members invited to participate.
Residents have said that they have told us a lot of what they want before.	Engagement approach included drawing from pre-existing engagement data and cross-checking findings and analysis of Initial Ideas surveys in 2018

3. Progress to Date

LANCASTER WEST FUTURE NEIGHBOURHOOD VISION

The process of developing this Lancaster West Future Neighbourhoods Vision can be broken down into five phases of working with residents:

EMPOWER

Establishing and empowering a group of residents to develop new skills in community engagement, communication and as advocates of the vision, supporting co-design throughout the process.

UNDERSTAND

Building a picture of the current context in Lancaster West Estate and broader neighbourhood through understanding the needs and aspirations of residents, while mapping the current services offered.

INSPIRE

Creating a playbook of potential solutions and opportunities to address identified gaps, drawing inspiration from best practice around the world.

EXPLORE

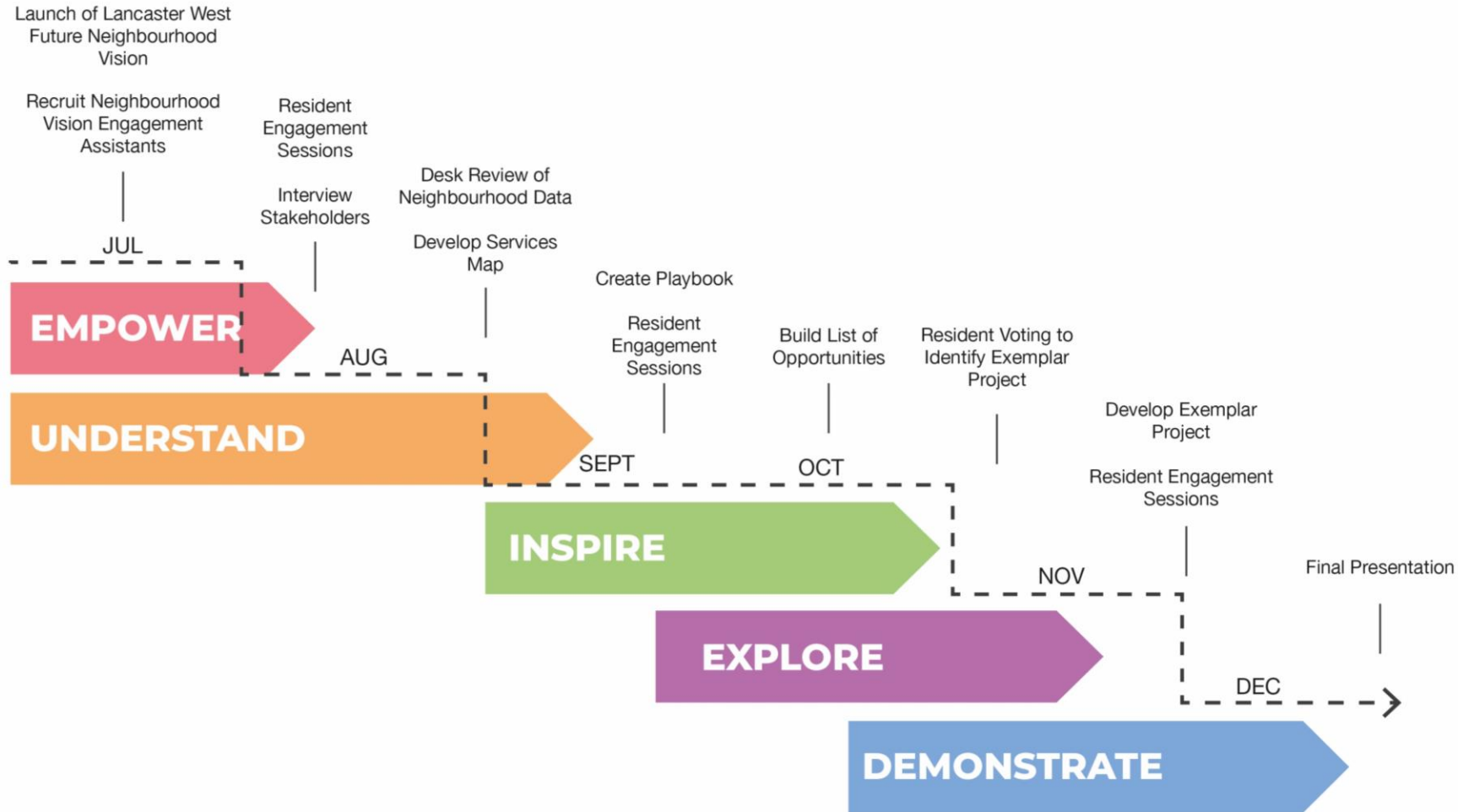
Building a list of opportunities, activities and service improvements specific to Lancaster West Estate and broader area drawing from an understanding of needs, options and inspiration.

DEMONSTRATE

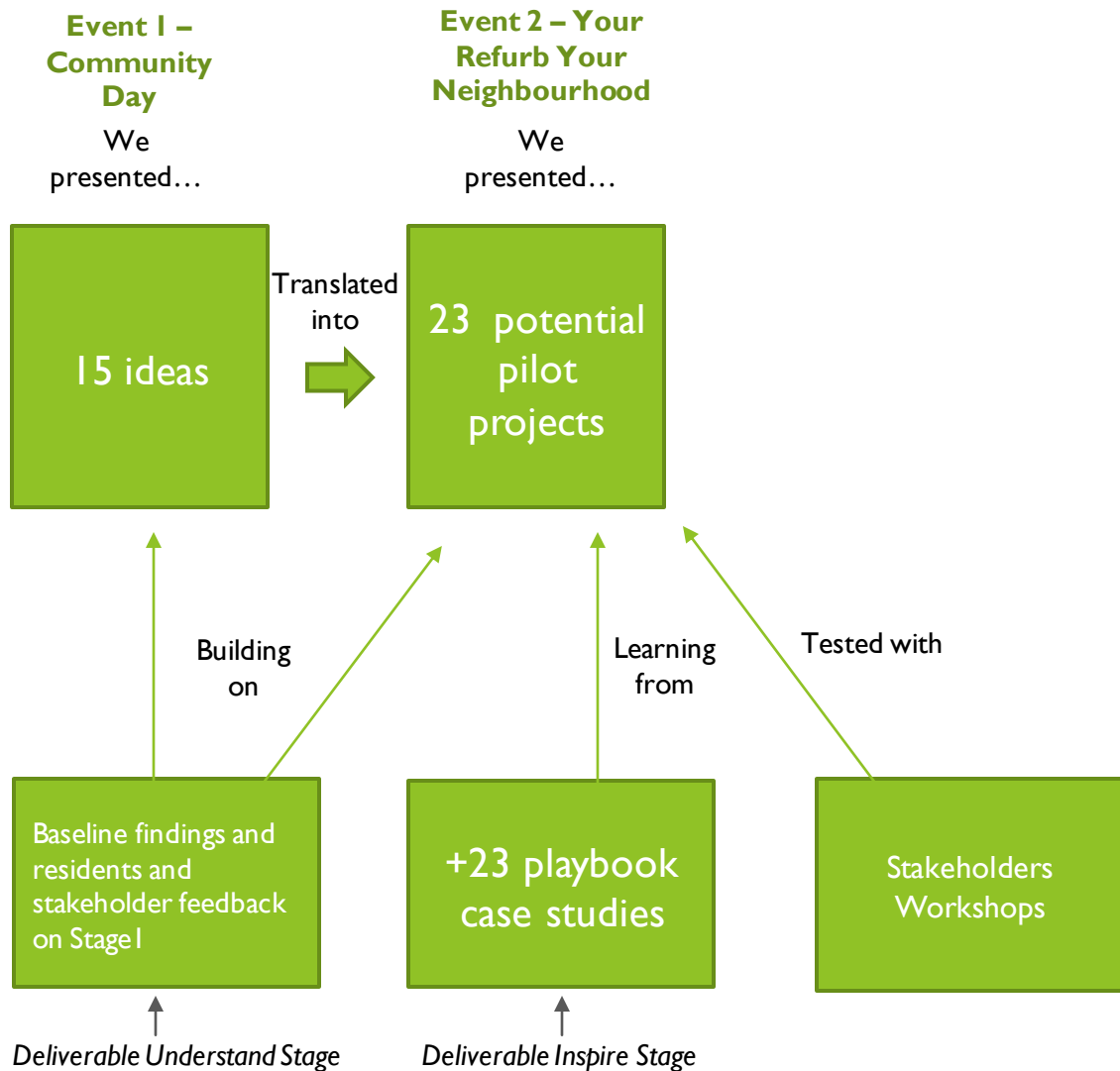
Co-designing one exemplar project with the community and stakeholders to demonstrate the value of the vision, and set the tone for further delivery.

3. Progress to Date

LANCASTER WEST FUTURE NEIGHBOURHOOD VISION TIMELINE



4. Shortlisting Exemplar Project



15 ideas presented to residents on Event 1 – Community Day...



- 1** Help define an **educational journey**, a service that maps the different learning and training opportunities and milestones in relation to an area of interest, for example the built environment or green skills, to help secure paid employment.



- 2** Support the creation of a **job brokerage centre** on the Estate, a service for residents to access employment opportunities all in one place, structured to bring together all possible opportunities from different providers from the Estate and beyond.



- 3** Support the creation of a **social enterprise model**, a service which would enrich livelihoods by allowing residents to start their own businesses on the Estate and to create positive social change.



- 1** Identify potential opportunities to create **safer pedestrian routes** and to **improve and increase provision of active travel infrastructure** (for example secure parking for bikes and scooters).



- 1** Build on existing initiatives to create an **Estate Volunteering Network Programme** – a service that brings together contractors and businesses on and surrounding the Estate, offering and promoting volunteering opportunities for residents. This could help alleviate social isolation and improve mental health, whilst building skills needed for paid employment.



- 3** Support the creation of a **food ecosystem map**, to provide equitable access to residents to food-related initiatives and schemes in the Estate and beyond.



- 4** Identify potential spaces on the Estate and surrounding area to accommodate **mental health services**, making best use of both indoor and outdoor opportunities - for example, a **sensory garden**, which is a space with features, surfaces, objects and plants that stimulate people's senses through touch, sight, scent, taste and hearing, and with that they contribute to physical and mental health & wellbeing.



- 3** Make the Estate a **safer and more inclusive place** for residents, especially for women, the elderly, disabled and vulnerable communities (for example by encouraging passive surveillance, activity in buildings and spaces, and improvements in infrastructure such as lighting or CCTV).



- 2** Identify **potential underutilised spaces** to further encourage **physical activity** – for example, physical trails to connect to services and green spaces in the broader area, or outdoor gyms and playgrounds.



- 4** Identify potential **improvements to wayfinding and signage** on the Estate to strengthen the Estate's identity and make it easier for residents to move around and find key locations (for example, nearby health and employment services).



- 1** Support ongoing activities to address fuel poverty by helping establish a **fuel support service** to help residents understand their energy usage and bills, and make changes in their homes to help save energy whilst remaining comfortable (cool in summer, warm in winter). By doing this, residents could save money and have more control over their energy use. It will also help to cut carbon and contribute to sustainability goals.



- 3** Identify underutilised spaces that could be developed into **communal green spaces, community gardens** and **food growing spaces** to build on the already successful small-scale local community gardens that have been developed across the estate and bring people together over a shared passion for growing and nurturing herbs and plants. These will provide opportunities for skills development, learning about gardening and healthy eating and a space for community gatherings.



- 2** Identifying potential for **circular economy initiatives** – for example a **repair shop** or **library of things** where household items, appliances and tools can be borrowed or repaired within the community free of charge. This could help residents to save money and minimise waste by giving access to appliances without having to buy or store them, and helping people to fix items rather than replace them. Such services can also provide opportunities for volunteering and skills development, and bring residents together, helping to avoid social isolation and improve mental health.



- 5** Promote equitable access to services with the creation of a **services map** that will link residents with the range of health and employment services available at estate and ward level.

23 potential pilot projects presented to residents on Event 2 – Your Refurb Your Neighbourhood...

Exploring Lancaster West Mapping opportunities in Lancaster West and the broader area

Potential pilot projects
The following ideas are potential pilot projects to be explored as part of the vision process. These projects are based on evidence from our baseline review and interviews with stakeholders and residents. The projects are not fixed and we are seeking your input so that you can help us define what you would like to see in your neighbourhood and where. Some of these projects will be selected, by you, to become small-scale pilot projects for the Lancaster West Estate.

Do you have any Ideas?
Do you have an idea for a project or service that is not on the list? Use sticky notes to add them here.

Use the colour codes and numbers to let us know which projects you'd like to see and where

Use the sticky notes to add ideas

Use the QR code to access the map and share your thoughts

Education and Economic Development

- Training and employment centres (Centres of Excellence)** - A space to provide education services for residents and an affordable employment space for the (include the Job Brokers Centre and UW educational journeys).
- Library of resources** - A library with useful guides and resources for residents to build their skills.
- Community Market** - Pop-up market stalls for emerging businesses on the estate to use.
- Community Pavilion** - Permanent or semi-permanent structure to enable outdoor sheltered activities, including those from emerging businesses on the estate.

Health and Wellbeing

- Timber outdoor gym** - Sustainable gym structures for physical activity.
- Sports areas** - Outdoor table tennis, Chess, Darts etc.
- Activity wall** - Tallround the estate for all ages linking key sports and leisure locations and activities.
- Sensory garden** - A space with features, surfaces, objects and plants that stimulate people's senses, and with that they contribute to physical and mental health and wellbeing.
- Wellbeing Centre** - A walk to health and wellbeing centre, for both preventative and aftercare mental health support providing a programme of activities (yoga, dancing, etc) and professional advice.
- Adventure playground** - A space for children to enjoy and encourage physical activity.

Sustainability and a Green Estate

- Repair shop** - A repair shop where household items, appliances and tools can be repaired within the community free of charge.
- Library of things** - A library of things where household items, appliances and tools can be borrowed within the community free of charge.
- Fuel support hub** - A fuel support service to help residents understand their energy usage and bills, and make changes in their homes to help save energy whilst remaining comfortable.
- Greening of communal spaces** - Granting of spaces to improve access to nature and biodiversity.
- Community gardens** - More community gardens to build on the already successful small-scale initiative.
- Food growing spaces** - Communal spaces for residents to grow their own food.

Connected Communities

- Art crossings** - An intervention to create safer crossings and build identity.
- Cycle / scooter parking** - Improved and increased provision of active travel infrastructure.
- Community centre** - A new or improved existing community space owned, led and managed by residents to provide activities for families, children and youth on the Estate.
- Lighting improvements** - Lighting for communal areas to increase safety.
- Play streets** - Residents use a vehicle space to allow for space for activities, leisure, dwelling, greening, etc.
- Neighbourhood beacons** - Structures to help people navigate the estate and link to key locations and service identity.
- Services Hub** - A place to get more information on the service map and available services.

15 Potential Pilot Projects:


1. Carbone Walk
2. Swanton Walk
3. Camelford Court
4. Upper & Lower Camelford Court
5. Upper Clarence Walk
6. Lower Clarence Walk
7. Clarence Walk
8. Murrays Walk
9. Marlwood House
10. Talbot Grove House
11. Lower Talbot Walk
12. Selsdon Walk
13. The Grange House
14. Upper Talbot Walk
15. Vandy Close

Map Legend:

- 15 Potential Pilot Projects
- Public Buildings
- Education
- Open and Green Spaces
- Community Services
- Other

Map Labels: Lapsman Christian Centre, Narsington Astanga Academy, Lancaster Green, Narsington Leisure Centre, Catholic Primary School, St. James Church, Ragby Parkside Park, Avonlea Park, Tameside Primary School.

...learning from +23 playbook case studies...



LWRA
LANCASTER WEST NEIGHBOURHOOD TEAM

W11

NHS

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

LFB
LONDON FIRE BRIGADE

THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA

Local Government Association

ARUP

Developing a Future Neighbourhood Vision for Lancaster West and beyond

Playbook of Ideas

How can we support emerging local businesses...?

Social Enterprise Exchange



GENERAL INFORMATION
SOCIAL ENTERPRISE EXCHANGE is a project designed to offer a comprehensive programme of support for social enterprise in Sheffield City Region. It is delivered by a community-based consortium in collaboration with Sheffield City Region Growth Hub and funded by European Regional Development Fund 2014-2020. The purpose is to grow, establish and support social enterprise in the Region.

LOCATION
Sheffield, UK

PROJECT TYPE
Service

OWNERSHIP STATUS
Public-private

ORGANIZATIONAL MODEL
Social enterprise

BENEFITS:

- Education and Economic Development
Social Enterprise Exchange provides step-up support for start-ups, including hot-desks, start-up grants and mentoring, and it offers specialist enterprise advice and support for existing social enterprises to grow and to develop new products and services.
- Health and Wellbeing
Contributes to increasing social inclusion by focusing on homelessness, migrants, refugees, mental and physical disabilities etc
- Sustainability & Green Estate
Opportunity to focus social enterprise on green buildings

Achieved a 55% reduction in social or economic isolation

134 social enterprises supported in 2019

How can we connect residents to local jobs...?

Wakefield District Housing (WDH)



GENERAL INFORMATION
Developing a Future Neighbourhood Vision for Lancaster West and beyond - Playbook of Ideas - ARUP

LOCATION
Wakefield, UK

OWNERSHIP STATUS

BENEFITS:

- Education and Economic Development
Advisors work with tenants to identify employment goals, help to search for job assistance with e-mail and online applications, guidance on how to write a CV or cover letter, interview skills, and help to find the right training course or volunteer opportunity.
- Health and Wellbeing
Promoting and funding opportunities to secure long-term employment helps alleviate the pressures associated with unemployment. It helps promote better mental and physical health outcomes.

90% success rate in moving participants into further employment

How can we design open spaces to improve health...?

Magnetten Sensory Garden



GENERAL INFORMATION
The raised, shielded garden in Frederiksberg creates a green oasis for people with special needs. In only a small footprint, the garden offers carefully designed sense stimulation on the user's own terms.

Magnetten provides treatment in Copenhagen for adults with physical and mental disability. The institution lies near the recreational Grøngårds Park but going there is difficult for most users – and impossible for some – because of its openness and lack of control for its many activities. We designed a protected garden on deck that provides a variety of experiences that can be used in treatment and brings happiness and joy to everyday life.

LOCATION
Copenhagen, Denmark

PROJECT TYPE
Spatial

SCALE
Building/Space

STATUS
Permanent

OWNERSHIP STATUS
Private

ORGANIZATIONAL MODEL
Real-estate developer led

IMPLEMENTATION TIMELINE
Medium term 2-3 years

WEB LINK
Scan QR code or click the [Online link](#)

BENEFITS:

- Education and Economic Development
The greenhouse provides learning opportunities for volunteering all year round with one-on-one planting sessions or weeding in groups.
- Health and Wellbeing
Green oasis for people with special needs providing a variety of experiences in a controlled environment that supports the therapy treatment methods of Magnetten.
- Sustainability & Green Estate
The garden consists of a vegetable garden, a border garden for winter activities, and a flower garden for a more sensory shielded and intimate area. The greenhouse provides raised beds for vegetables, berries, fruit trees and edible bushes.
- Connecting Communities
Designed for people with special needs

Size: 3500 m²

Budget: 10,000,000 DKK / 1,335,070 EUR

...tested with Stakeholders at Thematic Workshops

Lancaster West Future Neighbourhood Vision Opportunity Mapping

Education and Economic Development
Discussion Level: Chair

Health and Wellbeing
Discussion Level: Actor

Sustainability and a Green Estate
Discussion Level: Master

Connected Communities
Discussion Level: Staff

Develop yourself with a game

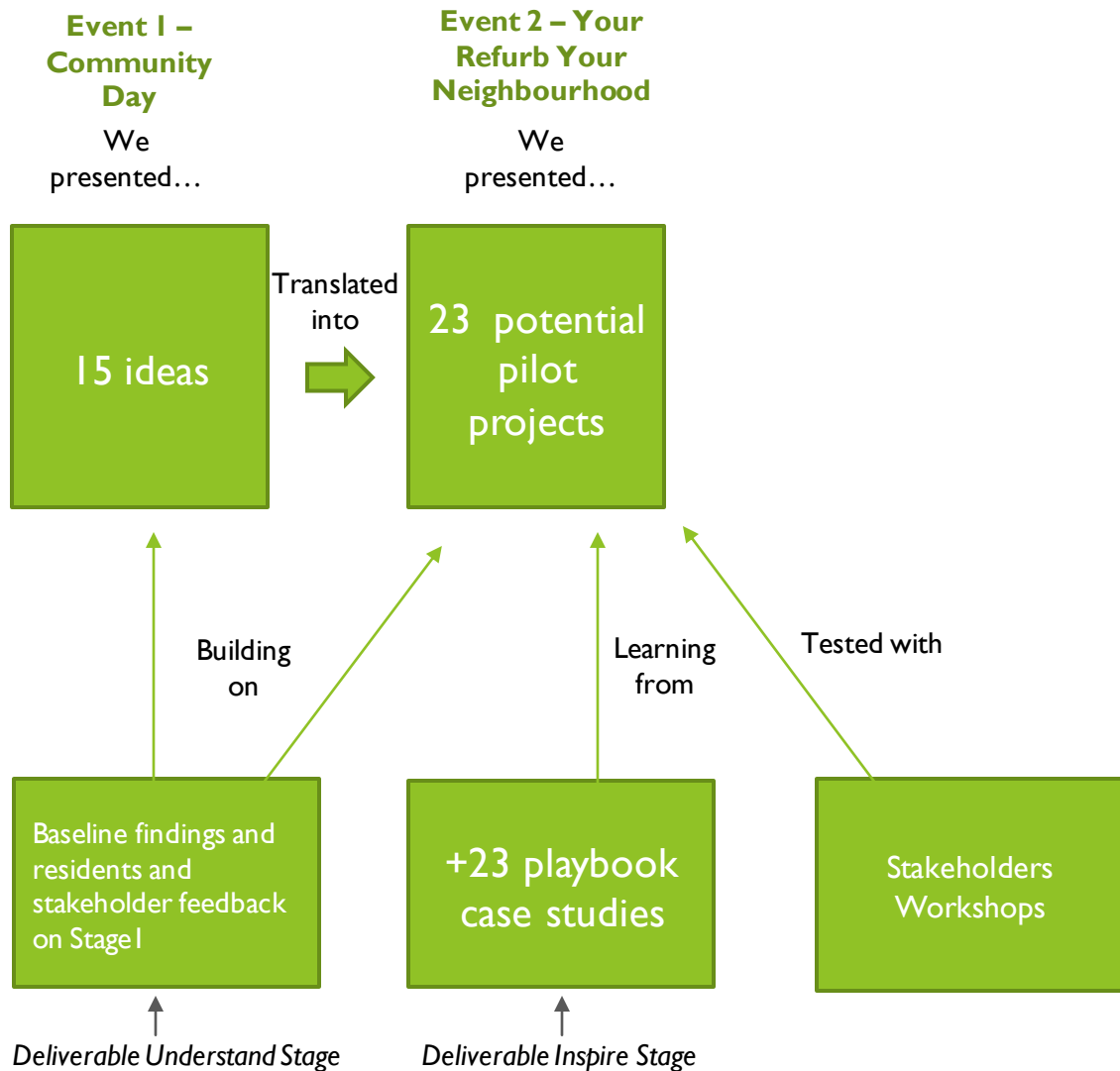
Potential pilot projects

What do you think?

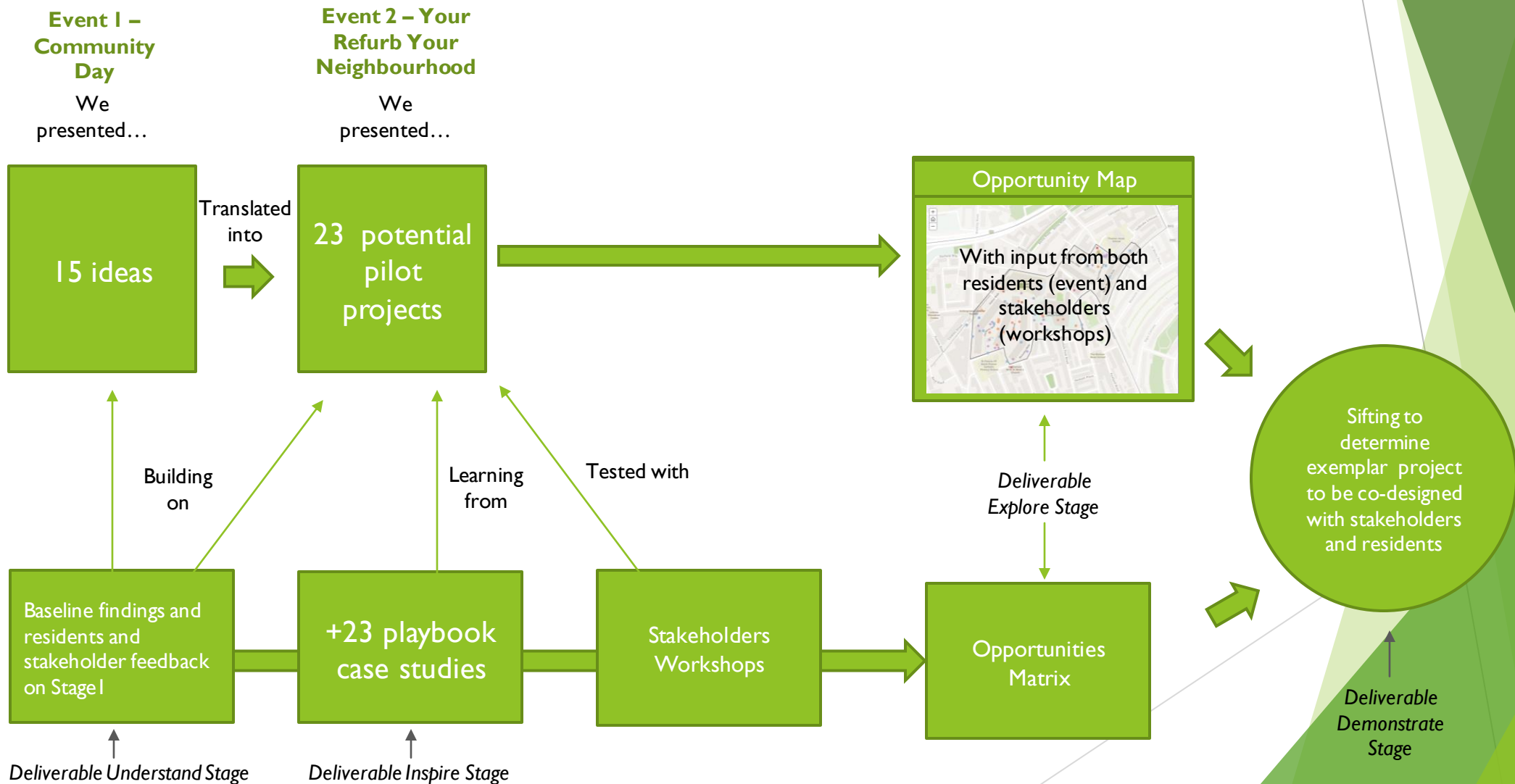
Anything missing?

Lancaster pilot areas map

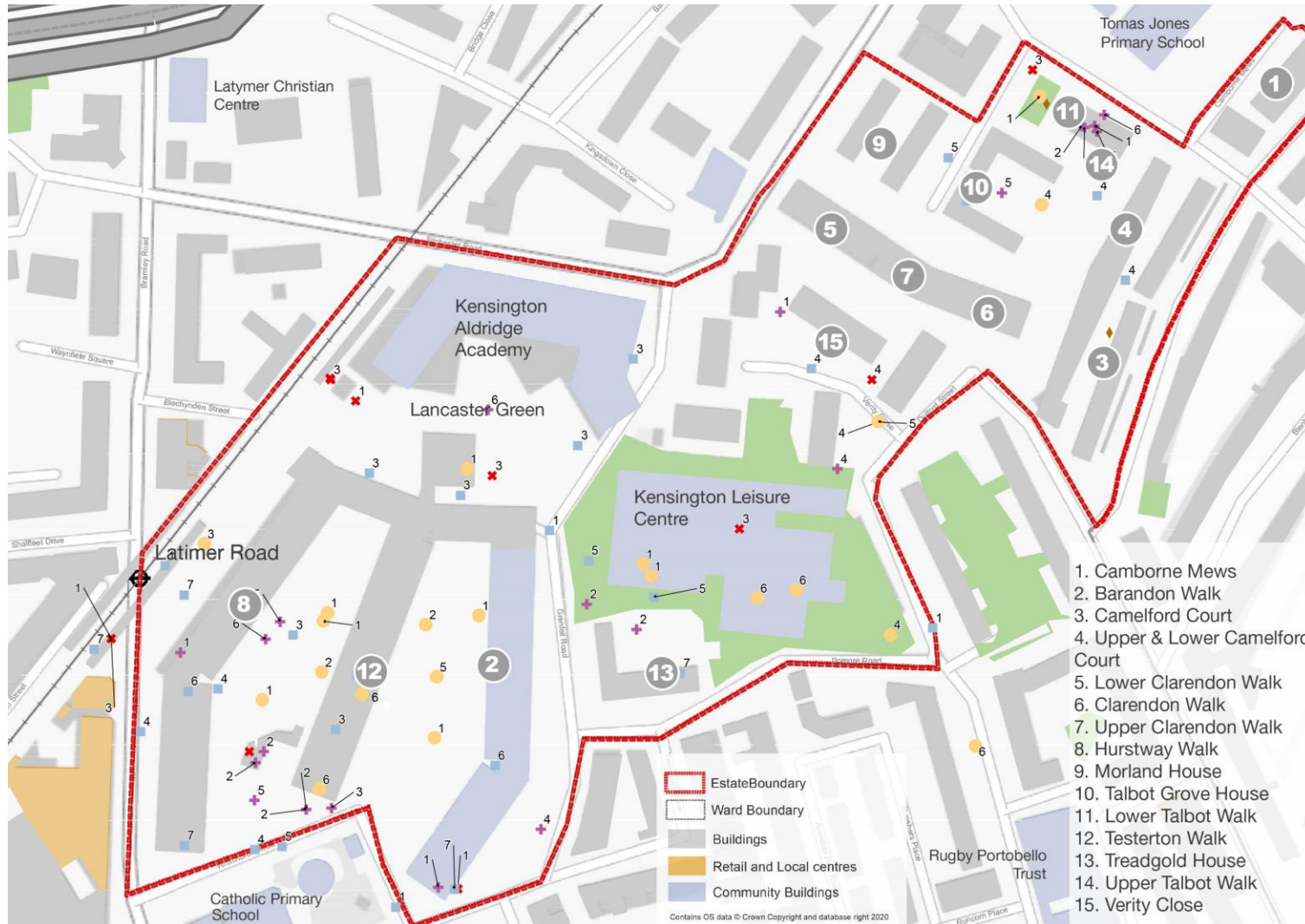
4. Shortlisting Exemplar Project



4. Shortlisting Exemplar Project



4. Shortlisting Exemplar Project



- Health and Wellbeing
 1. Adventure playground
 2. Timber outdoor gym
 3. Sports area
 4. Activity trail
 5. Sensory garden
 6. Wellbeing Centre
- ✦ Sustainability and a Green_Estate
 1. Repair shop
 2. Library of things
 3. Fuel support hub
 4. Greening of communal space
 5. Community garden
 6. Food growing space
- Connected Communities
 1. Art crossings
 2. Cycle and/or scooter parking
 3. Community centre
 4. Lighting improvements
 5. Play street
 6. Neighbourhood Totems
 7. Services Hub
- ✖ Education and Economic Development
 1. Training and employment centre
 2. Library of resources
 3. Community Market
 4. Community Pavilion
- ◆ Any_other_ideas_

1. Camborne Mews
2. Barandon Walk
3. Camelford Court
4. Upper & Lower Camelford Court
5. Lower Clarendon Walk
6. Clarendon Walk
7. Upper Clarendon Walk
8. Hurstway Walk
9. Morland House
10. Talbot Grove House
11. Lower Talbot Walk
12. Testerton Walk
13. Treadgold House
14. Upper Talbot Walk
15. Verity Close

4. Shortlisting Exemplar Project

Opportunities Matrix made up of four elements:

- 1. Need
- 2. Co-Benefit
- 3. Deliverability
- 4. Alignment with other funding opportunities and projects

Project details										Need				Co-Benefit				Deliverability				Funding and Projects Alignment				Overall Score
Project ID	Project Name	Project Description	Project Lead	Project Start	Project End	Project Budget	Project Status	Project Location	Project Type	Need Score	Co-Benefit Score	Deliverability Score	Alignment Score	Overall Score												
1	Project A	High	Medium	High	High	85												
2	Project B	Medium	High	Medium	Medium	75												
3	Project C	Low	Low	Low	Low	60												
4	Project D	High	High	High	High	95												
5	Project E	Medium	Medium	Medium	Medium	70												
6	Project F	High	High	High	High	90												
7	Project G	Medium	Medium	Medium	Medium	75												
8	Project H	Low	Low	Low	Low	60												
9	Project I	High	High	High	High	95												
10	Project J	Medium	Medium	Medium	Medium	75												
11	Project K	High	High	High	High	90												
12	Project L	Medium	Medium	Medium	Medium	75												
13	Project M	Low	Low	Low	Low	60												
14	Project N	High	High	High	High	95												
15	Project O	Medium	Medium	Medium	Medium	75												
16	Project P	High	High	High	High	90												
17	Project Q	Medium	Medium	Medium	Medium	75												
18	Project R	Low	Low	Low	Low	60												
19	Project S	High	High	High	High	95												
20	Project T	Medium	Medium	Medium	Medium	75												
21	Project U	High	High	High	High	90												
22	Project V	Medium	Medium	Medium	Medium	75												
23	Project W	Low	Low	Low	Low	60												
24	Project X	High	High	High	High	95												
25	Project Y	Medium	Medium	Medium	Medium	75												
26	Project Z	High	High	High	High	90												
27	Project AA	Medium	Medium	Medium	Medium	75												
28	Project AB	Low	Low	Low	Low	60												
29	Project AC	High	High	High	High	95												
30	Project AD	Medium	Medium	Medium	Medium	75												

4. Shortlisting Exemplar Project

SHORTLISTING CRITERIA:

- Top scoring projects considering scores from need, deliverability and co-benefits criteria
- Projects with high – medium chance of funding
- Projects that are deliverable in a short – medium term
- Projects ranked by the resident “need” score



4. Shortlisting Exemplar Project

EXEMPLAR PROJECT
CHOSEN: **Training and
Employment Centre**

- Ranked **very highly** in terms of resident need and interest
- Can be **phased** to deliver some works immediately and other parts in longer term
- **High potential for funding** for various aspects



5. Exemplar Project: Training and Employment Centre Brainstorm

WHAT DO WE MEAN BY TRAINING AND EMPLOYMENT CENTRE?



A space and/or service to give equitable access to residents to education and employment services and to provide affordable employment space for hire.

The Training and Employment Centre would be the location from where the **Job Brokery Centre** could operate from and could provide access to the **Lancaster West educational journeys**.

Job Brokery Centre - a service for residents to access employment opportunities all in one place, structured to bring together all possible opportunities from different providers from the Estate and beyond.

Lancaster West educational journeys - a service that maps the different learning and training opportunities and milestones in relation to an area of interest, for example the built environment or green skills, to help secure paid employment.

5. Exemplar Project: Training and Employment Centre Brainstorm

WHAT DID YOU TELL US?

- Cost / Funding challenges
- Build from existing initiatives
- Link with local / existing support
- Support parents getting back to work
- Having the right provider is key

What do you think? Key priorities:	Challenges	Opportunities	Anything missing?
<ul style="list-style-type: none"> • Good accessibility • Being economically sustainable • Should consider needs of different groups, in particular families/parents returning to work. • Link with existing support providers and build from existing initiatives • Link with local small businesses for job opportunities in the area • Enable the transition from skills building to securing a job <p>Precedents:</p> <ul style="list-style-type: none"> • Building Lives Academy being set up - construction skills by the Council's New Homes Programme • Clement James on Sirdar Road Employment Support and Adult Learning programmes (entry level) funded through Adult Learning Grant. <p><i>'There is a history of training centre's that have not been sustainable (£s). So the wider landscape and partners with funding would need to be invited to join discussions (local College, or other partners)'</i></p>	<ul style="list-style-type: none"> • Running costs for a sustainable centre versus level of activity / impact desired • Cost to fund both the centre and a nursery at the same place • Funds for vocational Training dispensed to Colleges and private Training providers not to Council or community organisations. • Need of a provider that will be actively involved in encouraging people to take part, to help people think the centre is not institutionalised, and to be confident enough to share apprehensions. 	<ul style="list-style-type: none"> • Build parents skills to get back to work. • Good opportunities to test various elements prior to scaling up on larger scale; all lessons learnt can be taken forward. • Confidence Building programmes - through activities are one of the Grenfell projects we are commissioning now. • Support the LWE Refurbishment already creating jobs. • Undertake a skills audit of residents. • Promote training in the workplace through placements. 	<ul style="list-style-type: none"> • Opportunities for internships or apprenticeships • A workplace for everyone • Link with the digital work placement pilot underway with technology companies currently recruiting • Make this a green jobs and skills centre at NKRC • Integrate with the LWE Social Value strategy • How local versus boroughwide projects and activity are balanced - A course in a particular focused subject may need applicants from across the borough to be run economically. • Target sectors with opportunities - health and local NHS Trust has 10% vacancies on 3500 staff • Access to essential skills including literacy, numeracy and digital skills already in place by various community providers, including NOVA, Westway Trust, Opejn Age, Clement James ADKC, Morley College). • Campaigns on the Estate to increase this engagement.

5. Exemplar Project: Training and Employment Centre Brainstorm

WHAT DID OUR RESIDENTS TELL US?

22 comments related to this project. Key themes include:

- **Support for parents/adults** to build skills and get back to work
- Support for **young people**
- Learning, tutoring and other **educational activities for kids**
- **Math, English, IT** courses
- **Studio spaces for hire** for residents/young people
- **Link with volunteering**

ED - Training and Employment Centre	22 comments
Bring back rise(essential care and homework place for kids)	1
Center for single mums where they can build there build skills for work	1
Curve activities closest classes	1
education for adults in the morning between 10 to 12	1
Education for kids free when they are in half term of school so they can have a child centre or play centre	1
Educational activities to support children, catch up with their learning	1
English courses to learn how to communicate or read (but not ESOL courses)	1
free IT support or courses for children's	1
GCSE courses	1
Homework club	1
Job brokerage to get back into work	1
Math and English courses for GCSE	1
More activities and education schemes targeted to young girls also support with getting into unit	1
More area for young people to find jobs in the area	1
More educational programmes; better courses for children and young kids	1
Science classes using volunteers	1
Skills training for people to work/ to improve skills eg.30 + not young people	1
Spaces/studio residents can use	1
studio spaces for young people	1
tuition for kids cheaper	1
Tutoring for teenagers for the future of their careers	1
volunteering programmes to help elderly to use computers	1

5. Exemplar Project: Training and Employment Centre Brainstorm

- What kind of training, employment or support you think should be part of the Lancaster West Training and Employment Centre?
- Can you suggest any potential partners or stakeholders that should be involved?

[MIRO LINK](#)

6. Next Steps

- Co-Design of Exemplar Project
 - Co-design session with residents, stakeholders and service providers on 15/01/2022
 - Focus groups to help shape the brief of the Training and Employment Centre, including location, requirements and potential partners
 - Information to be shared about how to get involved
- Development of Services Map
 - Continuing to develop Services Map
 - Eventually will look to launch a public facing version of the map to be used by stakeholders and residents to understand facilities, projects and services on LWE